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ABSTRACT

This book explains how to implement a Total Quality Management (TQM) program within an organization focusing in particular on ways to sustain the effort. Part 1 of five offers an overview of the TQM approach and the rationale for adopting it. Topics of discussion include signs of the need for change, what TQM is and what it is not, the basics of implementation and the benefits of the TQM approach. Part 2 focuses on the "Language of TQM" and discusses the definition of quality, the performance standard of TQM, building quality into work, and measuring quality. Part 3, "The Organization of TQM," describes how the organization parallels the existing management structure and implements both a top down and a bottom up mechanism for identifying problems and improvement opportunities. Part 4 covers the practical techniques for accomplishing the task of implementing an organization-wide continuous improvement effort. Part 5, the final section, discusses different strategies for implementing TQM, touches on common mistakes and misconceptions about TQM that inhibit its application, and suggests ideas for tailoring the TQM process to individual organizations. An appended reference section offers examples of measures by functional area, examples of unquality (error) costs by functional area, the premise of TQM, a definition of participative management and a concordance. (JB)

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